

Center for

Educator Compensation Reform



Evaluations of Performance Incentive Programs: TIF Local Evaluations

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June 8, 2009

Evaluation of TIF Programs

- Requirements, Purpose and Function of TIF Local Evaluations
- Importance of Using Systematic and Comprehensive Evaluation Framework
- Using Stufflebeam's CIPP Framework to Conduct High Quality Evaluation
- Applying CIPP Framework to Representative Sample of 5 Existing Local Evaluations
- Using Evaluation Results for Sustainability Decisions

Diversity of Program Objectives Present Unique Evaluation Issues

	Context	Program Objective						
		Student Achievement	Establishing a Compensation System	Stakeholder Support	Teacher Effectiveness	Principal Effectiveness	Recruitment and Retention	Increase and Align PD
Ohio	Urban/ Multiple Districts	✓	✓	✓	✓			✓
Weld	Rural/ Multiple Schools	✓	✓	✓	✓	✓		
New York	Urban/ Charter School Consortium	✓	✓	✓	✓			
South Dakota	Rural/ Multiple Districts	✓	✓		✓	✓	✓	
Chicago	Urban/ Multiple Schools	✓	✓	✓	✓			✓

Using CIPP to Measure TIF Programs

- **CIPP Definition:** Stufflebeam (1971) developed the framework describing 4 types or stages of evaluation: *Context, Input, Process, and Product*
 - **Context evaluations** assess needs, problems, assets, and opportunities to help decision makers define goals and priorities and help the broader group of users judge goals, priorities, and outcomes.
 - **Input evaluations** assess alternative approaches, competing action plans, staffing plans, and budgets for their feasibility and potential cost-effectiveness to meet targeted needs and achieve goals.
 - **Process evaluations** assess the implementation of plans to help staff carry out activities and later help the broad group of users judge program performance and interpret outcomes
 - **Product evaluations** assess and identify the outcomes of a particular program – short and long term .
- **CIPP and TIF:** The function of Evaluation within the CIPP Model is consistent with the purpose of TIF Local Evaluations (particularly formative) serving to provide information that will strengthen and aid the existing program in meeting its ultimate objectives.

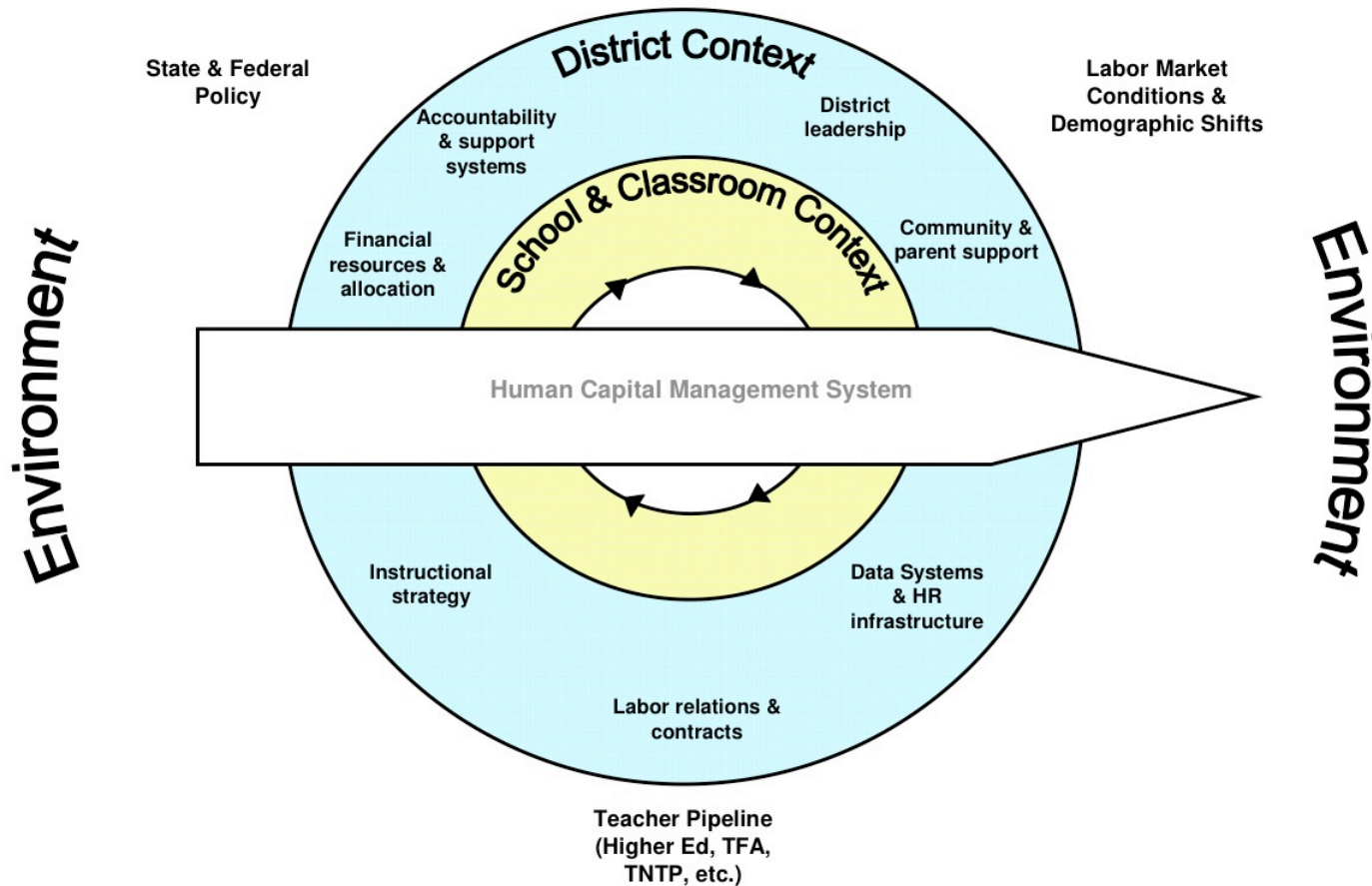
Instruments Used (Data Types) Within CIPP Framework

[illegible]

Context Evaluation

	Needs Assessment	Goal Assessment	Proposed Program Objectives	Responsive ness of proposed objectives to identified needs	Examining and describing context of program
Ohio	✓	✓	✓	-	✓
Weld	✓	✓	✓	✓	✓
New York	✓	-	-	-	✓
South Dakota	✓	✓	✓	-	✓
Chicago	✓	-	✓	✓	✓

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Input Evaluation

	Identify and Investigate Existing Programs	Assess Proposed Strategy for Responsiveness to Needs	Assess Proposed Strategy for Rigor	Assess Proposed Strategy for Feasibility
Ohio	✓	✓	✓	-
Weld	✓	✓	✓	✓
New York	✓	-	-	-
South Dakota	✓	✓	✓	-
Chicago	✓	-	✓	✓

Process Evaluation

	Disseminate Results to Stakeholders	Interview / Survey Stakeholders for assessment of progress	Monitor, Observe, Document Progress of Implementation	Record Events, Problems, Costs, and Allocations
Ohio	✓	✓	✓	✓
Weld	✓	✓	✓	✓
New York	✓	✓	-	-
South Dakota	✓	✓	✓	✓
Chicago	✓	✓	✓	-

Product Evaluation

	Effectiveness	Impact	Sustainability	Transportability
Ohio	✓	✓	✓	✓
Weld	✓	✓	-	-
New York	✓	✓	-	-
South Dakota	✓	✓	-	-
Chicago	✓	✓	✓	✓

Using Evaluation Results for Sustainability Decisions

- **Using Data from Context Evaluation**
Example: Can a Performance Incentive Program fit into the contextual (Social, Political, Economic) reality of the state, district, school?
- **Using Data from Input Evaluation**
Example: Are the particular programmatic components appropriate and feasible in the specific context?
- **Using Data from Process Evaluation**
Are any costs and problems associated with implementation more than what should be expected from the program?
- **Using Data from Product Evaluation**
Are the outcomes of the program sufficiently positive to merit the costs (financial, political, and social) and issues associated with implementation?

Conclusion

- Understanding principles of evaluation key to success
- Tradeoffs (*Benefits and Drawbacks*) to focusing on different components of the CIPP model
- Process of determining which components of the CIPP model are most appropriate for particular TIF grant
- Using evaluation results for sustainability decisions
- Developing or selecting the best instruments to evaluate the program
 - Using existing instruments
 - Resources for constructing instruments